



**King County**

# King County Employee Survey - 2012

***Department Results and Analysis***  
*Department of Transportation*



***Prepared by Communication Resources Northwest***



# KING COUNTY EMPLOYEE SURVEY – 2012

## Department Results and Analysis

### Department of Transportation

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## Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Department of Transportation (DOT) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help DOT as they target their responses to these data.



## Key Findings

- DOT groups are very different—both by population and by sample size—making comparisons across groups less valuable and constrictive. Because Transit makes up such a large part of the DOT group, real differences between the smaller groups become difficult to ascertain. Thus, for this report, only the data for each group is presented and discussed.
- Across divisions at DOT, employees are moderately engaged and highly identified with their organizations. Most identify with the mission and goals of their divisions, but feel those only give moderate direction to employees' work. The vast majority of DOT employees feels strongly positive about the personal capabilities they bring to their workplace.
- Most employees feel respected at work, though some report concerns relative to how coworkers treat each other. Most employees across divisions also report strongly positive perceptions of how their teams function both internally and with groups outside of their department/division. However, most are not positive about how team problems are dealt with to avoid adverse impacts to work.
- Employees across DOT have lower perceptions about continuous improvement. Many do not feel improvement processes are effectively implemented in their division, but many still feel quality is valued at DOT.
- Most employees are very positive about customer service within their division. They believe their work groups actively strive to provide high quality service and most believe their divisions are responsive to the needs and expectations of customers.
- Most DOT employees across divisions are more neutral about their supervisors. Employees would like to see more recognition and clearer direction. Given the strong relationship between supervision and employee engagement for King County employees, additional focus and training in supervisory skill building may be advantageous. Supervisors are key to employee overall well-being and connection to the organization, so should be viewed as essential to any division's success.
- Across divisions, employees feel disconnected regarding their relationships with managers. While these results are very low, it should be noted that management seldom scores highly in studies of this nature. The distance between employees and high level management, both physically and organizationally, can result in employees rating managers lower in communication and visibility, as in the case with DOT.
- Employees across DOT indicate lower perceptions about performance communication. Many receive performance appraisals. Further analysis of the results across divisions reveals that those employees who do receive an appraisal (from the pool of employees who reported that one is applicable to them vs. "not applicable"), report more positive perceptions of both performance communication and supervision than do employees who did not receive one in the last 12 months. This highlights the importance of performance communication to the organization. Many employees across the divisions note that they do not receive regular performance feedback, which suggests that employees need more communication with supervisors and managers outside of formal appraisals.



- Responses across DOT indicate lower perceptions of recognition and resources, both key elements to employee engagement. While in a challenged economy, divisions may not have control over resourcing, they can coach supervisors to provide adequate recognition for good performance.
- Finally, DOT employees across divisions have varying perceptions of how well their divisions reflect King County guiding principles. However, most employees are more likely to describe their division as results-focused, service-oriented, and professional. Few describe their division as collaborative, innovative, or fair and just.



## Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

### INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

## Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures<sup>1</sup>. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

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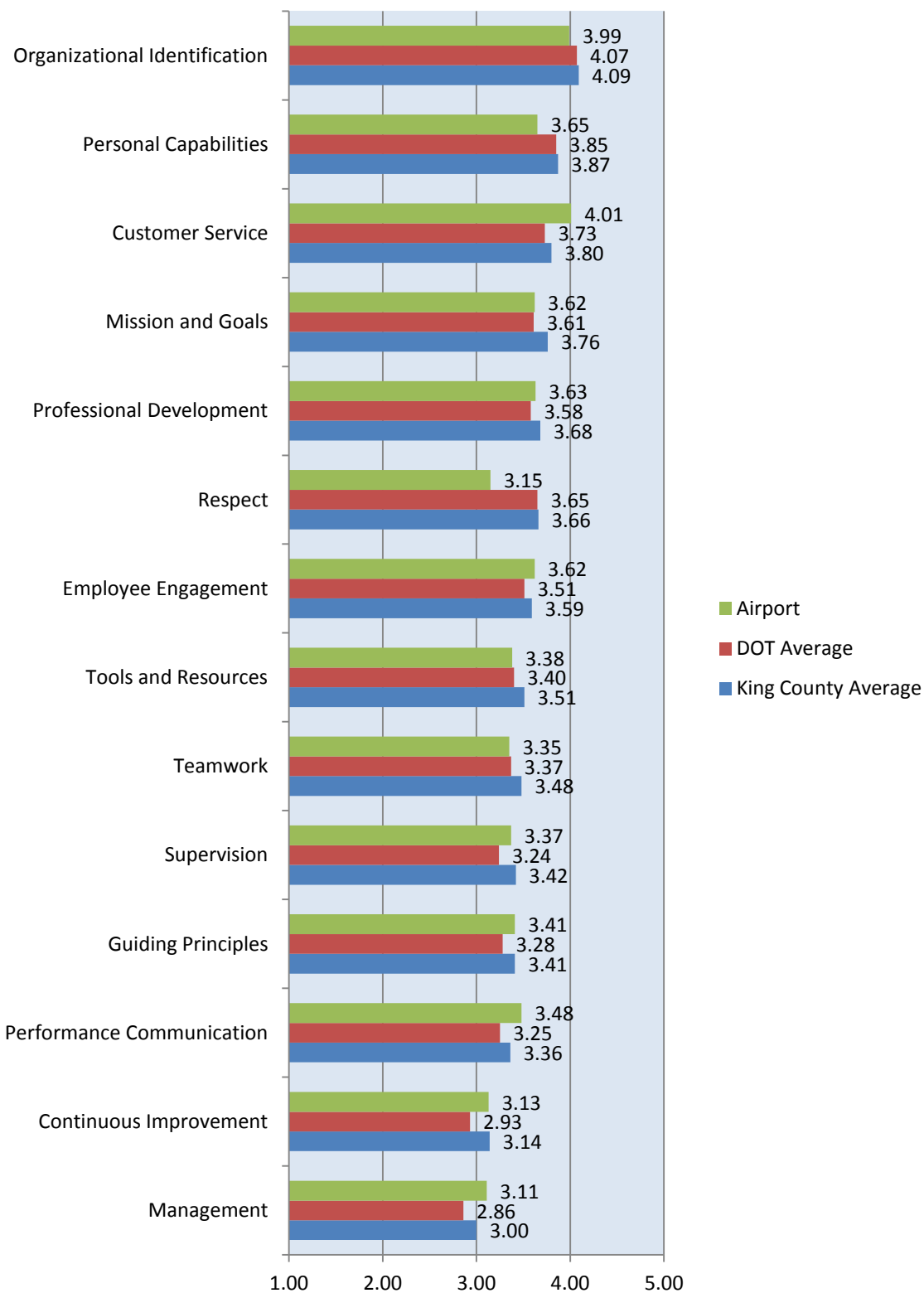
<sup>1</sup> Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.



- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.



## Airport Division



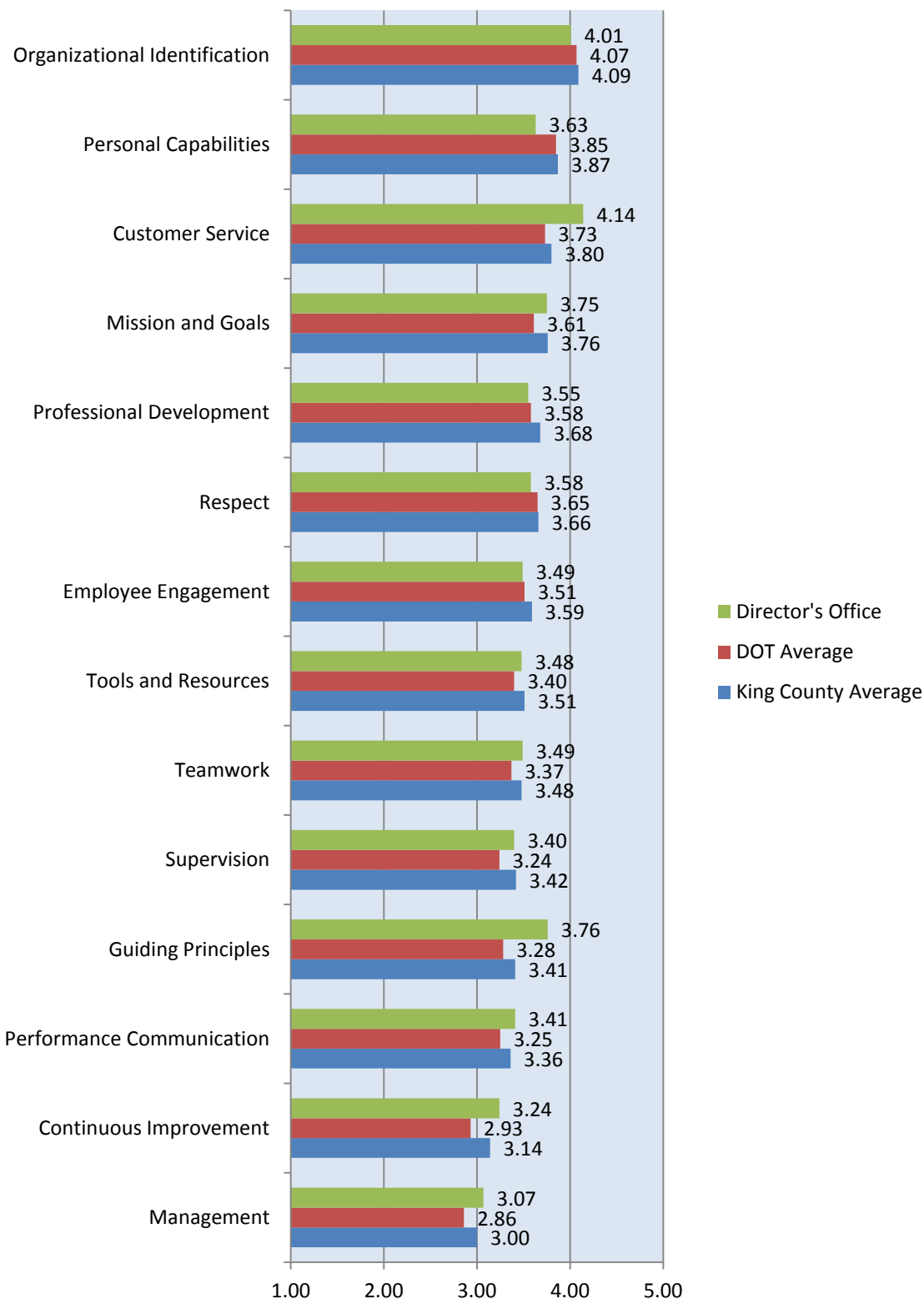


**AIRPORT DIVISION RESULTS SUMMARY**

- There are only 26 Airport employees included in this analysis. However, as a group, these employees report perceptions that are consistent with the perceptions of King County employees overall.
- Employees are somewhat engaged and highly identified with their organization. They report solid job satisfaction and feel positive about both their supervision and the challenge of their work. However, they are not satisfied with the level of recognition they get for doing good work or the adequacy of the resources they are provided.
- The vast majority of employees is proud to work for King County and most would recommend it as a good place to work.
- Employees are moderately positive about their personal capabilities, but they don't feel King County supports a work/life balance. They feel their skills are well matched to their job responsibilities, and report more positive perceptions of work volume than employees from other divisions.
- While employees are very willing to take training if offered and feel personally responsible for keeping their skills current, most are not clear about their career path and many do not feel they have had adequate training and development opportunities in the past year.
- Employees are only moderately positive about the tools and resources provided to do their work. However, most feel comfortable making the day-to-day decisions about their work. While employees feel they have a clear understanding of job expectations, many report that they do not always have the information they need on a day to day basis to do their jobs.
- Employees also feel moderately positive about teamwork. They are moderate in both their perceptions of how their work group collaborates with other King County groups as well as how work groups function internally. However, they are much less positive about how team problems are dealt with to avoid negative impacts to the work.
- Similar to King County overall, Airport employees report lower perceptions of continuous improvement. They don't necessarily think their department is open to new ideas or that process improvements are successfully implemented at work. They are also less positive about how quality is valued in the Airport Division.
- Employees are, however, very positive about customer service. They feel their work groups strive to provide high quality service and meet the needs and expectations of customers.
- About half of Airport employees have received a performance appraisal in the past 12 months. Most employees are moderate in their perceptions of whether or not they receive performance feedback and the value of the feedback they do receive. However, most employees believe that superior performance is valued at the Airport Division.
- Airport Division employees are only moderately positive about the supervision they receive. They do not feel they receive adequate recognition for doing good work and are less positive about the clarity of direction received from their supervisors. However, they are moderately positive about how their supervisors encourage continuous improvement and ensure employees have the resources they need.
- Airport employees report lower perceptions of management relative to the openness of communication and transparency of decision making. While low, these averages are normal for this type of data as managers must often make decisions and implement policies that are unpopular with employees. While management may wish to become more visible to employees and improve relationships, lower scores like these are more reflective of management's lack of engagement in the day-to-day work processes of employees.
- Employees are moderately positive about how their division reflects the King County guiding principles. Airport employees are more likely to view their division as service-oriented, results-focused, accountable, and professional than other guiding principles listed.



## Director's Office



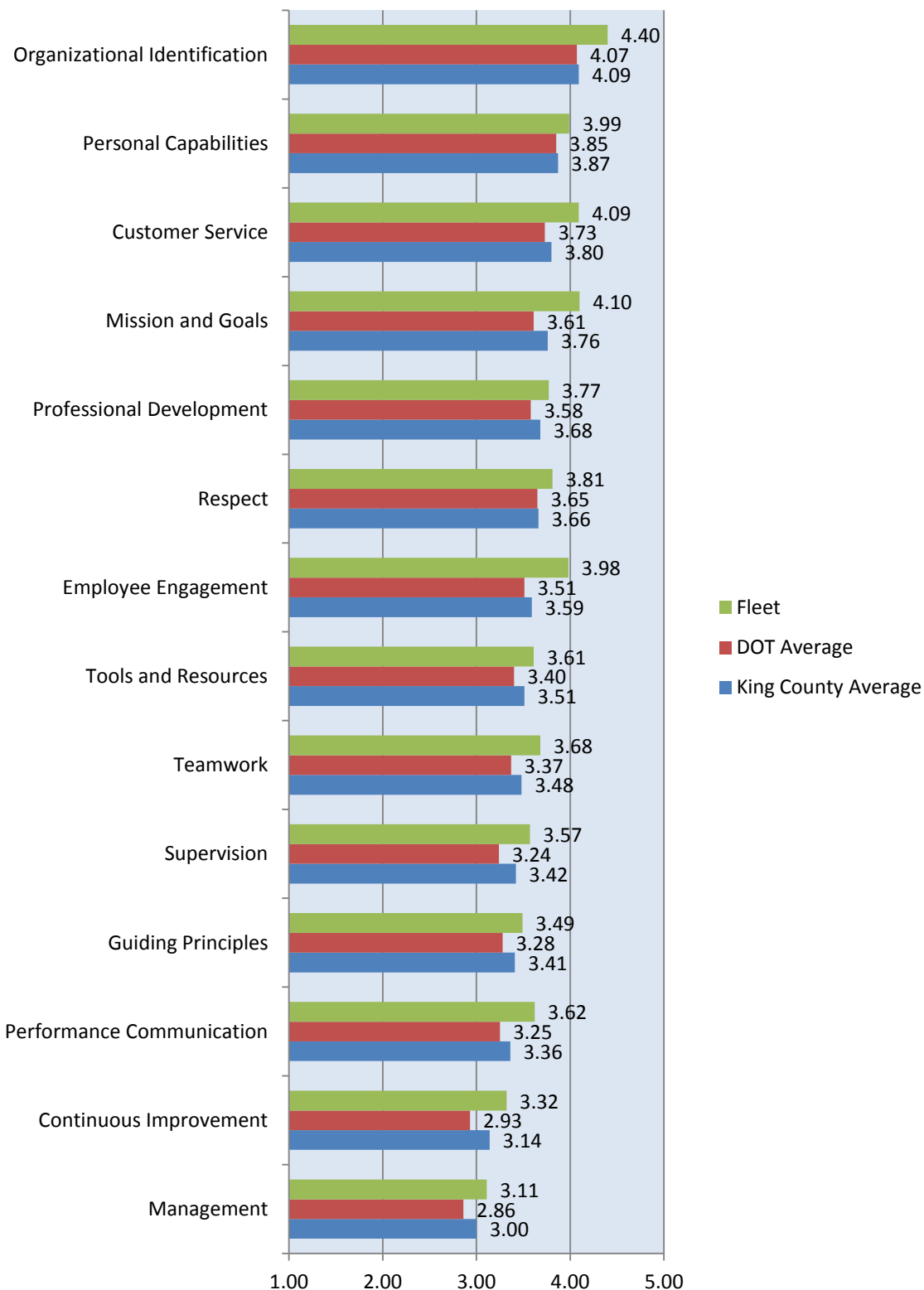


**DIRECTOR'S OFFICE RESULTS SUMMARY**

- The Director's Office provided only 24 surveys to this analysis, and their responses to the survey are slightly more positive than King County overall. Employees are moderately engaged and very identified with their organization. They report moderate levels of job satisfaction, but lower perceptions of the supervision they receive. While generally positive about the recognition they receive, they indicate lower perceptions about the adequacy of resources to do their jobs.
- Director's Office employees are proud to work for King County, and most would recommend it as a good place to work.
- Employees report moderate levels of feeling respected at work. While most feel that they are treated with respect regardless of demographic group, most are much less satisfied about the respect with which employees treat each other.
- Employees feel very positive that their work contributes to the success of King County, but they do not necessarily feel they have a clear understanding of their career path and how to advance at King County.
- Director's Office employees are very connected to the mission and goals of their organization. They feel connected to the mission and goals of the King County Strategic Plan, are very familiar with their own division's mission and goals and think it gives direction to employees' work.
- Employees are moderately positive about professional growth and development. While they do not feel they received adequate training and development opportunities in the last year, the vast majority feels personally responsible for keeping their skills current and would take advantage of training if offered.
- These employees feel slightly overworked, but do feel they have the tools and resources they need to do their jobs. They feel comfortable making day-to-day decisions and definitely feel their skills are well matched to job responsibilities.
- Relative to teamwork, employees report moderately positive perceptions. While they feel their work groups work well both internally and with other County groups, they are less positive about how team problems are resolved to avoid adverse impact to work.
- These employees are very positive about customer service. They think their division strives to provide high quality service, does an excellent job soliciting and using customer feedback, and actively works to meet the needs and expectations of customers.
- Director's Office employees are only somewhat positive about the supervision they receive. While they do feel supervisors provide adequate recognition for good work, these employees indicate lower perceptions around the clarity of direction they receive and the resources supervisors provide to complete work.
- Similar to other King County divisions, Director's Office employees have lower perceptions about their managers, particularly related to communication and transparency of decision-making.
- Employees are somewhat positive about performance communication. Almost all respondents report receiving a performance appraisal in the last year, but most are not positive about the value of that feedback to help them improve. Despite this, most employees think superior performance is valued in their division.
- Finally, Director's Office employees are very positive about how their division reflects the County's guiding principles. They are most likely to describe their division as accountable and results-focused, but not collaborative or innovative. Most employees would describe the division as professional.



## Fleet Administration Division



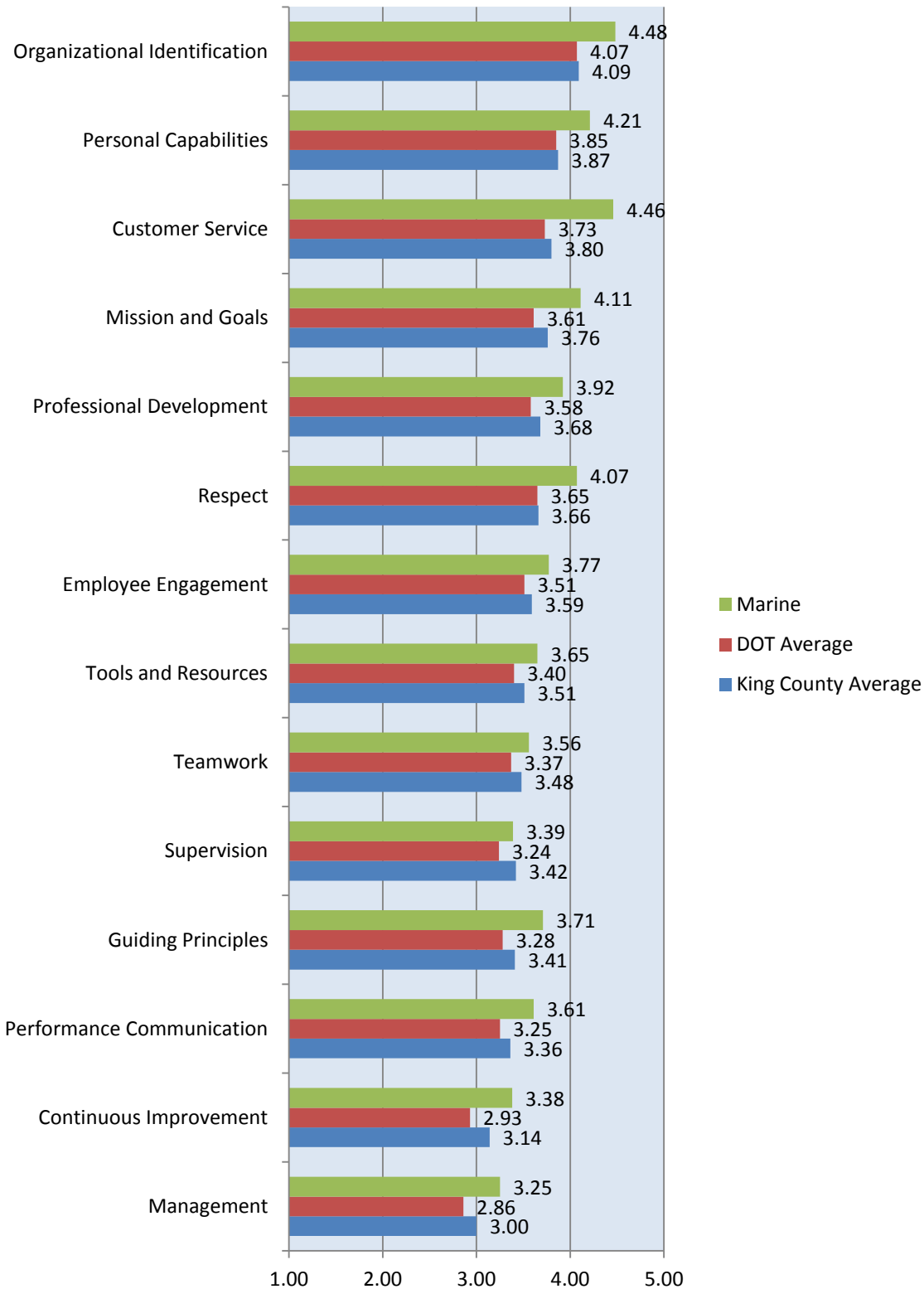


**FLEET ADMINISTRATION DIVISION RESULTS SUMMARY**

- Fleet Administration employees are highly engaged and very satisfied with their jobs. They identify strongly with their organization, and would describe King County as a good place to work. The vast majority say they are proud to work for King County.
- Employees largely feel they work in a respectful work environment. They feel respected regardless of demographics and by coworkers. They are somewhat positive about teamwork. While they feel their teams function well and work well with other County groups, they are less positive about how team problems are resolved to avoid work impacts.
- These employees are strongly connected to the mission and values of their organization and believe it gives direction to their work. They also feel connected to the mission and guiding principles of the King County Strategic Plan. Employees are very clear that their performance directly relates to their work group's goals and objectives.
- Employees are somewhat positive about the tools and resources provided for them to do work. They feel very positive about the personal capabilities they bring to the job. While many feel overworked, they are more positive in this area than other divisions at DOT. They are largely comfortable making the day-to-day decisions in their jobs and feel their skills are well-matched to their job requirements.
- Employees are largely positive about professional development. Most feel they have been given opportunities to learn and grow in the past year and feel personally responsible for keeping their skills and knowledge current.
- Employees are very positive about customer service. They believe their division strives to provide high quality service and feel strongly that their division uses data effectively to drive learning and improvement.
- Employees are only somewhat positive about continuous improvement. While employees are somewhat positive about quality getting proper attention, they are less positive about the openness of their group to new ideas or that their own ideas for improvement are valued.
- Fleet Administration employees are somewhat positive about performance communication. Slightly more than half report receiving a performance appraisal in the past year. Most believe their appraisal gave them relevant information to help them improve and most are at least moderately positive about the amount of performance feedback they receive.
- Employees are somewhat positive about their supervisors. They do not necessarily feel they get adequate recognition from their supervisor, but they do feel their supervisor encourages continuous improvement and ensures they have what they need to do good work.
- While most employees feel their managers have a clear vision for the division and communicate the division's mission well, they are less positive about the openness of management's communication or transparency of decision-making.
- Employees at Fleet Administration feel their division positively reflects the County's guiding principles. They think their division is service-oriented above all, but rated all of the guiding principles somewhat highly.



## Marine Division



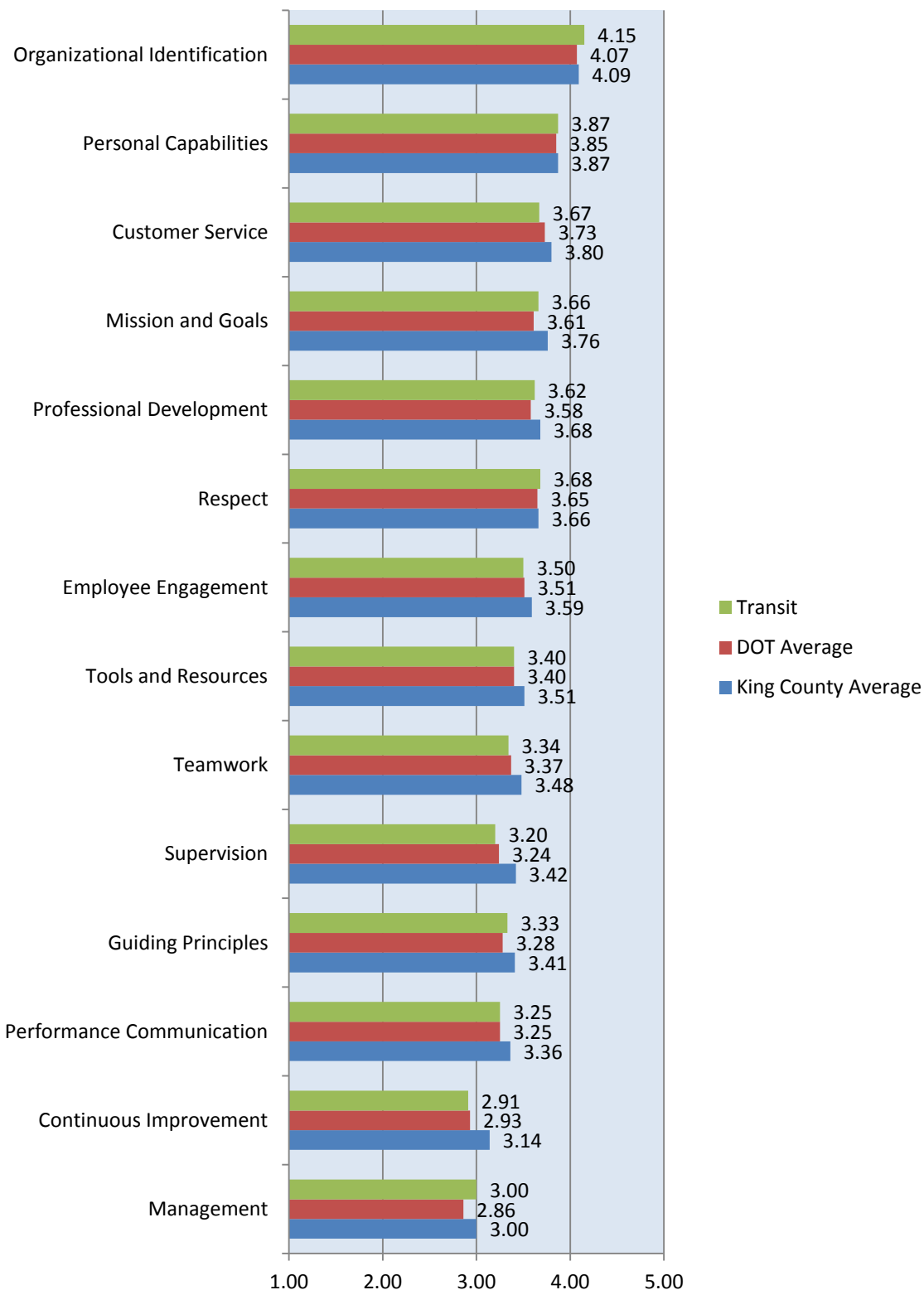


**MARINE DIVISION RESULTS SUMMARY**

- Marine Division employees are engaged and strongly identified with their division. Though only 20 employees make up the sample for this division, these employees are very satisfied, extremely proud to work at King County, and most would recommend the County as a good place to work.
- Employees feel very respected at work. They feel respected regardless of demographics and within their work groups.
- Employees are very familiar with the mission and goals of their division and feel strongly that these give direction to employees' work. They also feel very connected to the mission and goals of the King County Strategic Plan.
- Marine Division employees are positive about professional development. They feel moderately positive about the opportunities they have had in the last year to learn and grow and they feel personally responsible for keeping their knowledge and skills current.
- Employees feel moderately positive about the tools and resources they have to do their jobs. Most think they receive the information they need to do their jobs.
- While positive about how their teams work with teams outside the Marine Division and very positive about how teams internally function, employees are much more moderate in their assessment of how team problems are dealt with to avoid work impacts.
- Employees feel strongly positive about their own personal capabilities. They report having a strong understanding of what is expected of them and feel very comfortable making the day-to-day decisions necessary in their jobs.
- Employees report more moderate perceptions of continuous improvement in their division. While most think quality gets the attention it deserves, few believe process improvements are successfully implemented and are more moderate in their perceptions of how valued their own decisions for improvement are in the division.
- Employees are very positive about customer service. The vast majority believes their division strives to provide high-quality customer service and both seeks and uses customer input to learn and improve service delivery.
- Marine Division employees are somewhat positive about performance communication. Most have received a performance appraisal in the past year and believe the appraisal provided them useful information, but few agree that they regularly receive enough feedback.
- Employees are more moderate in their perceptions of their supervisors. While they are not positive relative to how their supervisor communicates or provides direction, they are much more positive about how supervisors encourage continuous improvement and ensure employees have what they need to perform.
- Like most divisions, Marine employees have lower perceptions about their managers. Most employees think their managers have a clear vision for the division, but perceptions are lower about visibility as leaders and the transparency of decisions.
- Marine Division employees believe their division is strongly reflective of the guiding principles related to service orientation and results focus. Most also see their division as professional.



## Transit Division



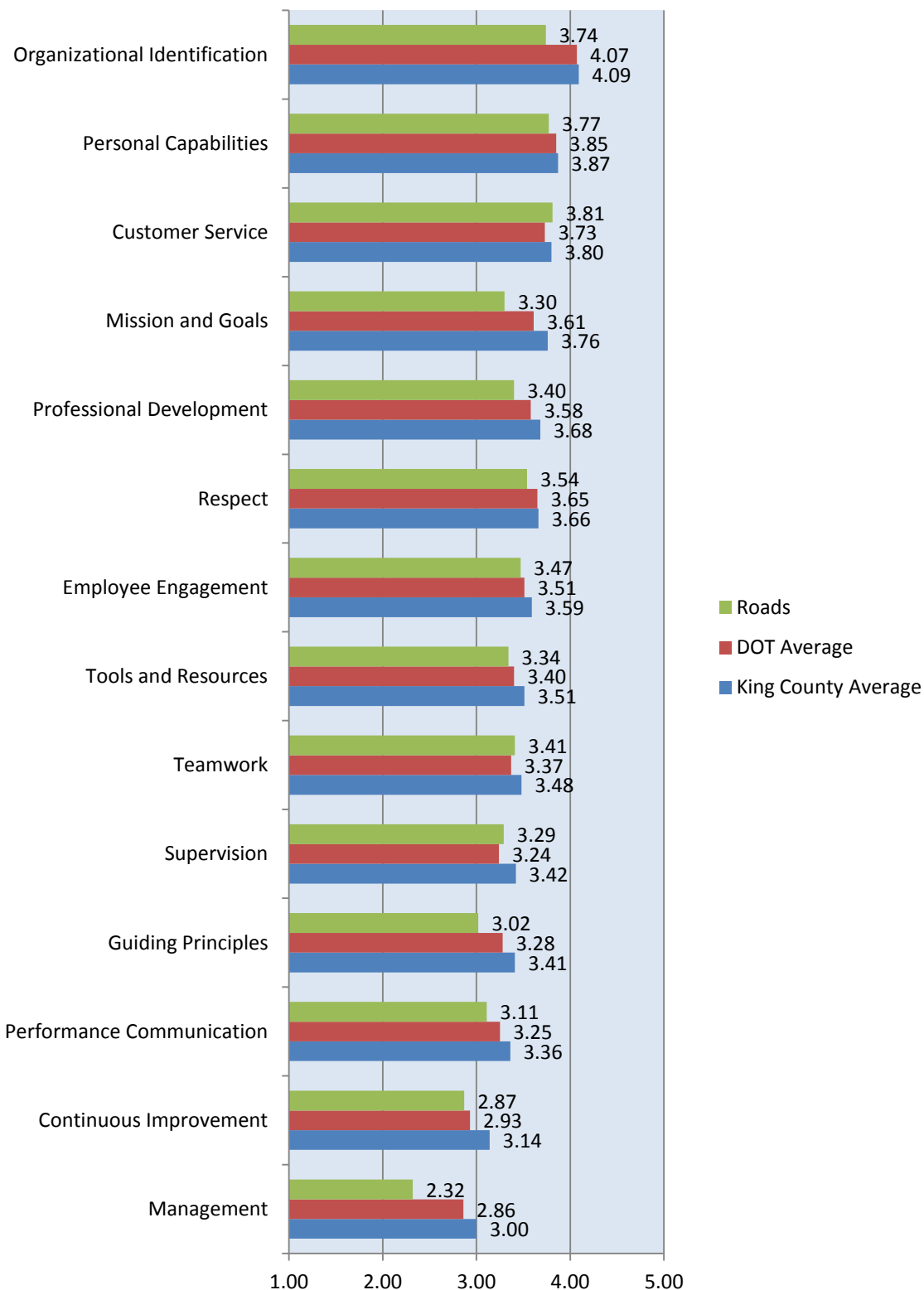


**TRANSIT DIVISION RESULTS SUMMARY**

- Transit employees are moderately engaged, similar to the engagement of King County employees overall. They are strongly identified with their organization and quite satisfied with their jobs. Most are proud to work for King County and would recommend it as a good place to work.
- Employees report moderate results related to respect. They feel that they are treated with respect regardless of demographics and by coworkers. They are less positive about King County's support of work/life balance.
- Transit employees are strongly aligned with the mission and goals of the Transit Division. They are very familiar with the mission and goals of the division, believe their work contributes to its success and believe the mission and goals give direction to their work. However, they are less connected to the mission and guiding principles of the King County Strategic Plan.
- Relative to career development, most employees do not feel they have had sufficient opportunity to learn and grow professionally in the last year or that King County supports training, but the vast majority take personal responsibility for keeping skills current and would take advantage of training if offered.
- Transit employees are only moderately positive about how their teams work with others at King County and internally, but they are less positive about how team problems are dealt with to avoid impacts to work.
- Many Transit employees feel overworked and under-resourced. However, they feel confident about their own capabilities. They feel comfortable making the day-to-day decisions needed for their jobs and feel their skills are well matched to job responsibilities. Further, the vast majority confidently reports that they know what is expected of them to do their jobs.
- Transit employees report lower perceptions of continuous improvement. Their responses indicate that their work group is not open to new ideas and that their ideas for improvement are not valued. They are also less positive about how quality is valued in the Transit Division.
- Transit employees report moderately positive perceptions of customer service at Transit. While they strongly believe that their work groups strive to provide high quality customer service and meet the needs of customers, they are somewhat less positive about the extent to which their groups use customer input to improve service delivery.
- Transit employees are only moderate in their perceptions of performance communication. Many responding employees indicated they do receive formal performance appraisals, but most are only moderate in their perceptions of the value of that feedback. Most employees indicated they do not get enough regular feedback about their performance.
- Like many employees, Transit employees have lower perceptions about their supervisors. Many do not feel they get adequate recognition, clear direction, or resources.
- Similarly, Transit employees have lower perceptions about their managers, particularly in the areas of communication, leadership strength, and transparency of decision-making.
- Finally, Transit personnel do not see their division as strongly reflective of the County guiding principles, but they are more likely to call their division professional and results-focused.



## Road Services Division





**ROAD SERVICES DIVISION RESULTS SUMMARY**

- Roads employees are moderately engaged and somewhat identified with their organization. They report strong job satisfaction, but less positive perceptions of key indicators of engagement: recognition and resources. Most employees are proud to work at King County and would recommend the County as a good place to work.
- Roads employees are only moderately connected to the mission and goals of their organization. While they are familiar with their mission and goals, they do not feel the mission and goals give direction to employees' work.
- Roads employees report moderately positive perceptions of feeling respected at work. While most feel respected regardless of demographics, employees are much more moderate in their assessment of how coworkers treat each other.
- Employees are moderate in their assessment of teamwork at the Roads Division. While they are moderately positive about how their teams work both with others outside of Roads and internally, they are less positive about how team problems are resolved to avoid work impacts.
- Employees are also moderate in their perceptions of professional development. Few believe they have had sufficient opportunity to grow and develop in the past year, nor do they think King County supports training, but most feel responsible for keeping their skills current.
- Employees are positive about their own capabilities. They feel their skills are well matched to their job responsibilities and have a clear understanding of what is expected of them at work. They are somewhat less positive about understanding their career path and how to advance.
- Many employees feel overworked and under-resourced. However, most feel comfortable making the day-to-day decisions about their work. Many employees report less positive perceptions about the adequacy of tools and resources to do their jobs.
- Roads employees are not particularly positive about continuous improvement. Most employees do not believe their division is open to new ideas and many do not feel their suggestions are valued. Most do not believe process improvements are successfully implemented at Roads.
- Roads employees are very positive about their division's customer service efforts. While they are more moderate about how their division solicits and uses customer input to improve service delivery, most employees believe their work groups are responsive to customer needs.
- Employees are less positive about performance communication. The majority indicated they do not receive performance appraisals. However, many employees would like more regular, relevant performance feedback. Employees have lower perceptions about how superior performance is valued.
- Employees have lower perceptions about their supervisors. Most employees would like to receive more clarity and more recognition. Employees are very moderate in their perceptions of their supervisors relative to providing necessary resources.
- Similarly, Roads employees indicate lower perceptions about their managers, particularly in the areas of communication, visibility, and transparency of decision-making.
- Roads employees do not believe their organization is reflective of the King County guiding principles, although employees are more likely to describe their division as service-oriented.



## Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

### DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

### SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

### QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.



## Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

Response rates for DOT divisions are moderate to high. While Transit has a low percentage of responses, they have a very large population, so the 24% response rate nonetheless provides confidence in the applicability of the results. The more moderate response rates from the smaller groups—Airport, Marine, and Fleet—are limitations of this research. Review by leadership will be able to determine the final applicability of the results to the divisions.

### DOT SURVEY RESPONSES

**DOT Employees: 5,062**

**DOT Surveys Received: 1,447**

**DOT Response Rate: 29%**

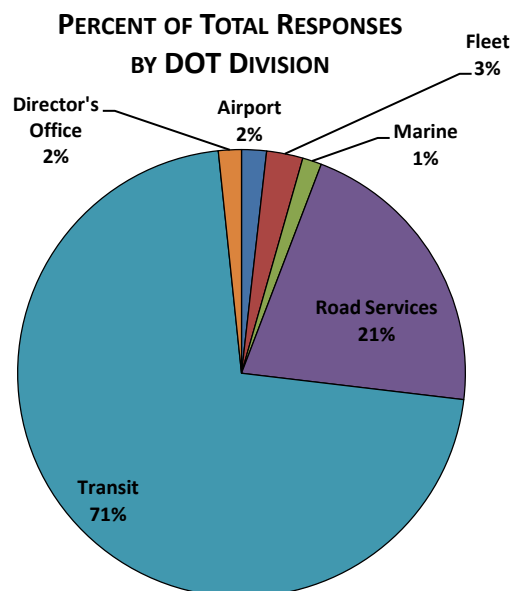
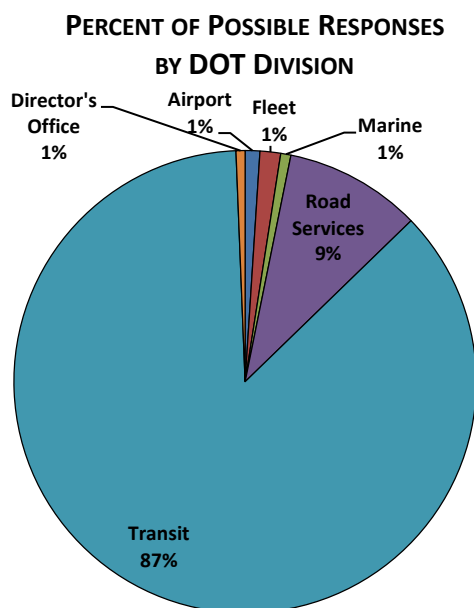
- Airport: 50%
- Fleet: 52%
- Marine: 56%
- Roads: 63%
- Transit: 24%
- Dir's Offices: 75%

## MISSING DATA

DOT respondents provided responses with few missing responses. Missing data accounted for between 12 and 169 cases for each question with an average missing response rate of less than 5%.

## RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

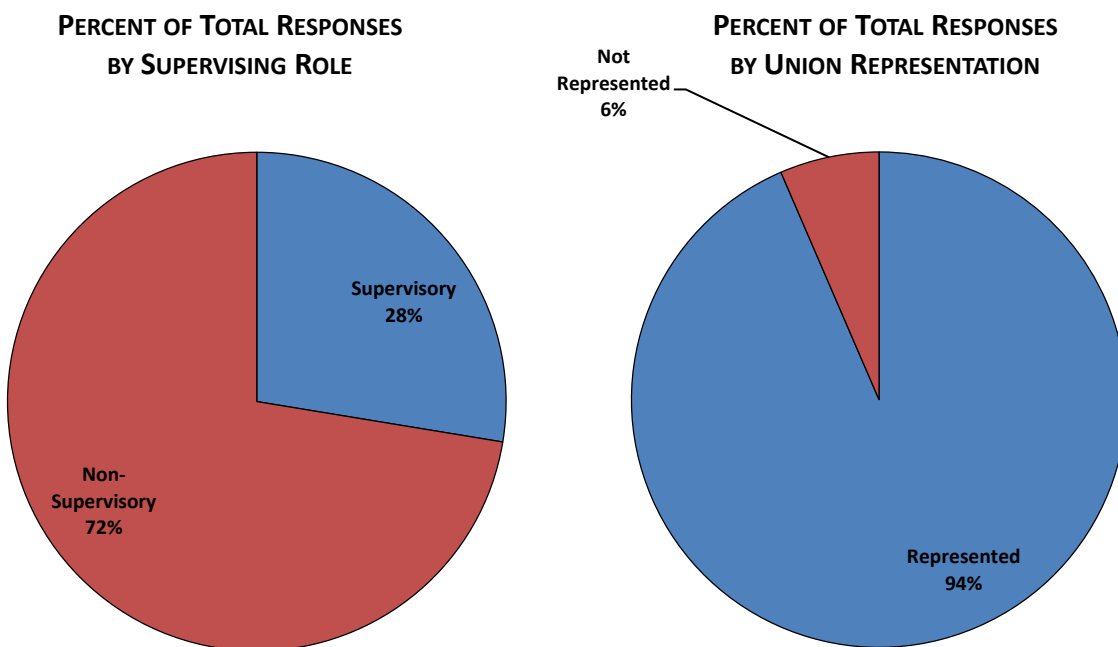
The following charts describe the make-up of survey respondents. The make-up of the survey responses is roughly consistent with how these divisions are split across DOT, with a higher representation from Roads than in the actual population.





Almost three-quarters of responding DOT employees are non-supervisory, and over 90% are represented. While there are no large differences between groups, supervisors tend to be somewhat more positive about their own capabilities related to job performance, connection to the mission and goals of the organization, continuous improvement, and teamwork.

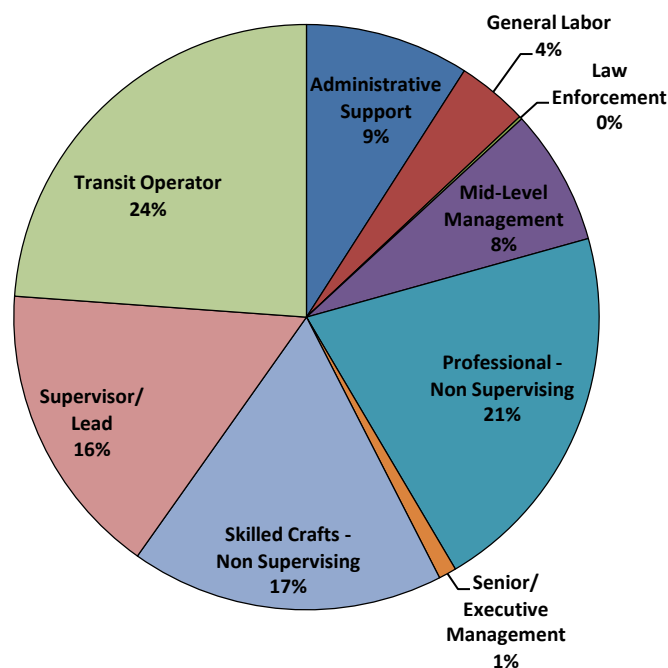
Most responding DOT employees report that they are represented by a union. Thus, comparisons between groups are not relevant, as differences are likely more reflective of other demographics than union affiliation.





The chart below reports distributions across job positions at DOT.<sup>2</sup> Skilled crafts and general labor personnel report less positive perceptions across items than other positions. Transit operators are moderately positive in their responses. Administrative, professional/non-supervising, and supervisor/lead positions are consistent with each other and generally report much more positive perceptions than other position groups. Mid-level management tends to report the most positive responses across variables.

**PERCENT OF TOTAL RESPONSES  
BY JOB DESCRIPTION**

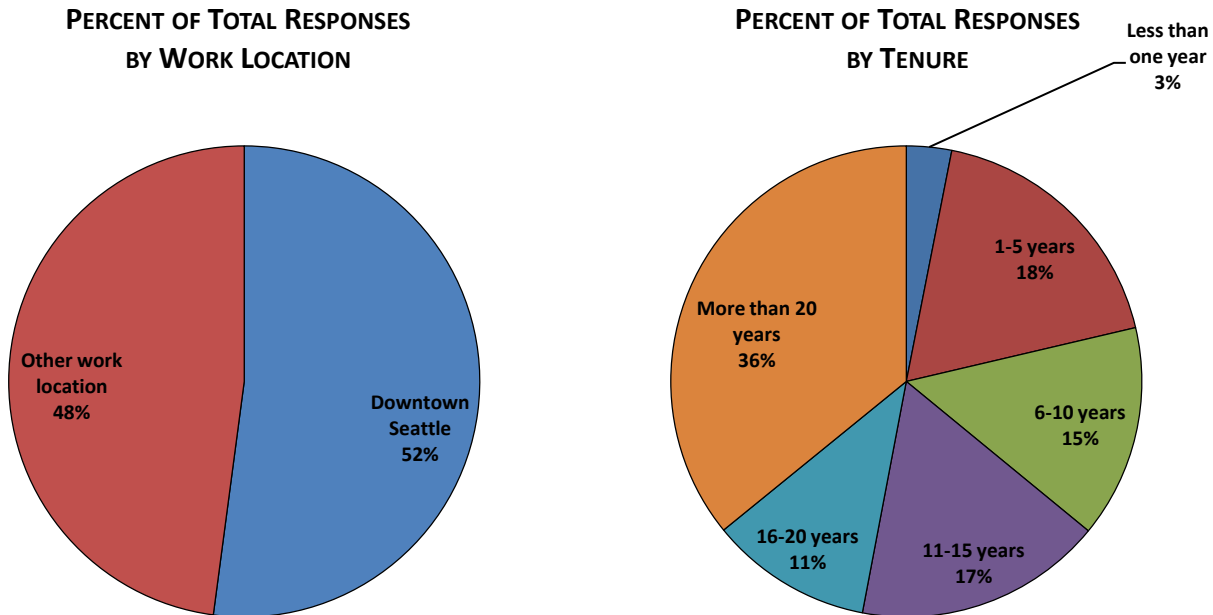



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<sup>2</sup> During the first 24 hours of the survey link being open, respondents were unable to choose “Transit Operator” and “Law Enforcement.” This impacted 468 responses. These respondents’ data were included in all analyses, but position data was not included due to potential error. This did not influence the validity of the overall results, but should be noted as a possible limitation to position analysis.



Responding DOT personnel are spread fairly evenly across downtown Seattle and other work locations. Though consistent in how identified they are to their organization, employees who work in downtown Seattle tend to be somewhat more positive across variables than those who work in other locations. However, without further analysis of the demographics in combination with each other, it will be difficult to tell if this result is truly based on location or because a preponderance of positions or other classifications work in particular locations.



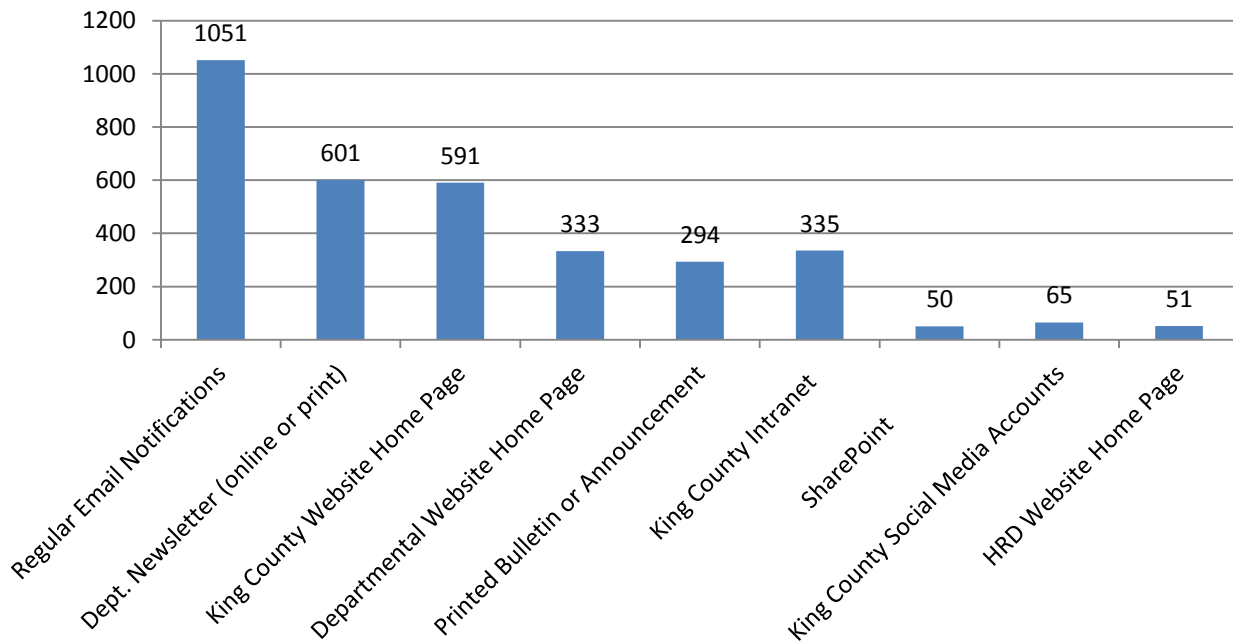
Similar to other division and departments at King County, new employees report the most positive perceptions across variables than any other employee group. However, for DOT, unlike other divisions, there are no large differences in perceptions relative to tenure outside of new employees.



## Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to other departments at King County, DOT employees prefer email to receive relevant information. However, it appears a large number of employees still use printed media, so DOT should continue to provide such materials, particularly for employees without consistent Internet access.





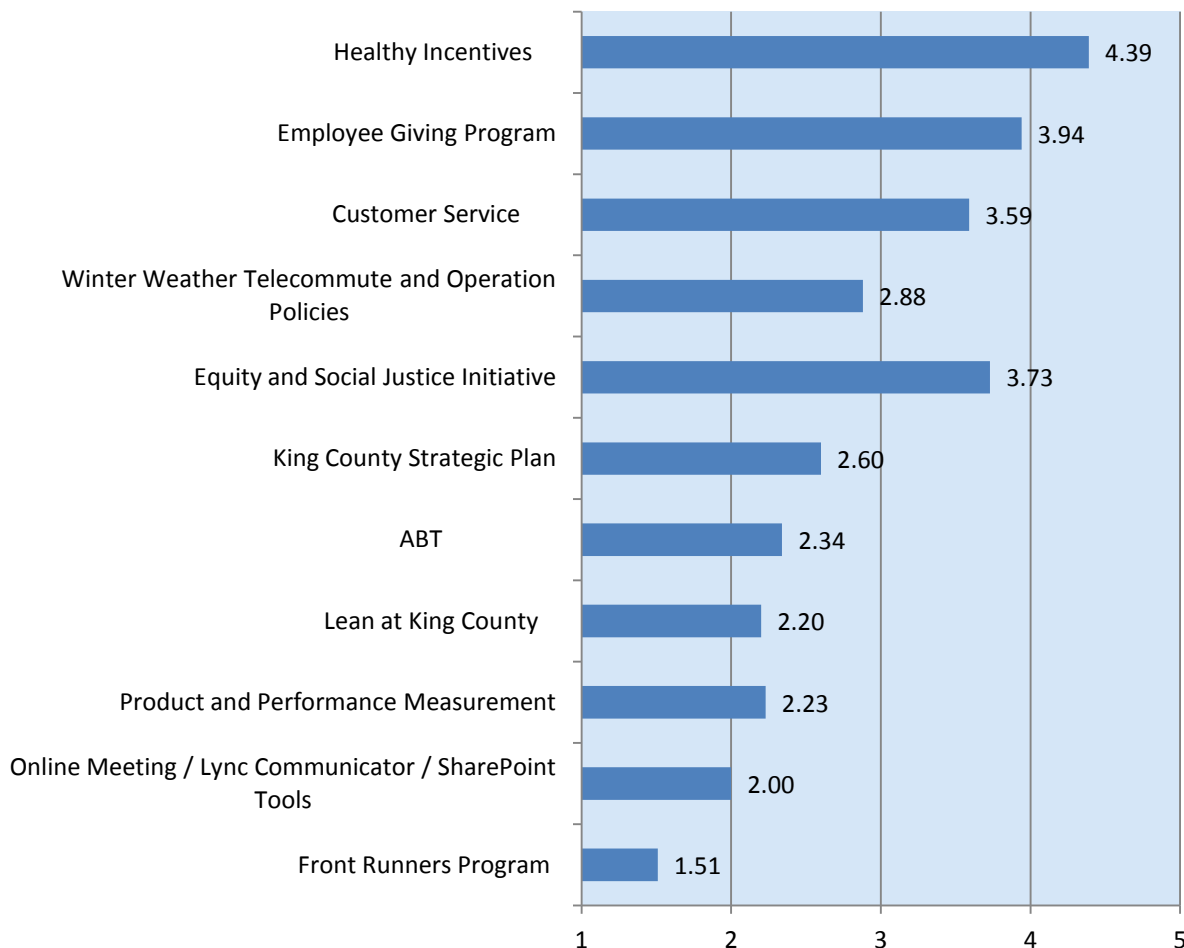
## Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Similar to other King County departments, DOT employees are most familiar with Healthy Incentives and least familiar with Frontrunners. However, they are more familiar with the Equity and Social Justice Initiative than other King County employees.

### FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group





**APPENDIX:**  
**2012 King County Employee Survey**  
**(Paper Copy)**





**King County**

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,  
King County Executive

Lloyd Hara,  
King County Assessor

Sherril Huff,  
King County Elections Director

Dan Satterberg,  
King County Prosecutor

Sue Rahr,  
King County Sheriff

Larry Gossett, Chair  
King County Council District 2

Jane Hague, Vice Chair  
King County Council District 6

Bob Ferguson,  
King County Council District 1

Kathy Lambert,  
King County Council District 3

Larry Phillips,  
King County Council District 4

Julia Patterson,  
King County Council District 5

Pete von Reichbauer,  
King County Council District 7

Joe McDermott,  
King County Council District 8

Reagan Dunn,  
King County Council District 9







## 2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or  
[KCEmployeeSurvey@kingcounty.gov](mailto:KCEmployeeSurvey@kingcounty.gov)

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- |  |   |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention  | <input type="checkbox"/> DNRP: Parks & Recreation   |
| <input type="checkbox"/> Assessments   | <input type="checkbox"/> DNRP: Solid Waste  |
| <input type="checkbox"/> Community & Human Services  | <input type="checkbox"/> DNRP: Wastewater Treatment   |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center)                               | <input type="checkbox"/> DNRP: Water & Land Resources   |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division)  | <input type="checkbox"/> DOT: METRO Transit   |
| <input type="checkbox"/> DES: FMD (Facilities Management Division)   | <input type="checkbox"/> DOT: Road Services   |
| <input type="checkbox"/> DES: HRD (Human Resources Division)   | <input type="checkbox"/> DOT: Fleet Administration  |
| <input type="checkbox"/> DES: ORM (Office of Risk Management)  | <input type="checkbox"/> DOT: Airport   |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management)   | <input type="checkbox"/> DOT: Director's Office   |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services)  | <input type="checkbox"/> DOT: Marine  |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections  |
| <input type="checkbox"/> Development & Environmental Services  | <input type="checkbox"/> Executive Offices (including PSB)                                      |
| <input type="checkbox"/> DNRP: Director's Office   | <input type="checkbox"/> Judicial Administration  |
|  | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
|  | <input type="checkbox"/> King County Information Technology                                     |
|  | <input type="checkbox"/> Prosecuting Attorney's Office  |
|  | <input type="checkbox"/> Public Health  |
|  | <input type="checkbox"/> Sheriff's Office   |



## OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

## WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Work Environment</b>						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0



Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Mission and Goals</b>						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
<b>Personal Development and Achievement</b>						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
<b>Resources and Decision-Making</b>						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0



Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Teamwork</b>						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
<b>Communication</b>						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
<b>Continuous Improvement</b>						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
<b>Customer Service</b>						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0



Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Performance Management</b>						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

## YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0



## YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

## INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	



## GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is <b>Collaborative</b>	1	2	3	4	5	0
My Department is <b>Service-oriented</b>	1	2	3	4	5	0
My Department is <b>Results-focused</b>	1	2	3	4	5	0
My Department is <b>Accountable</b>	1	2	3	4	5	0
My Department is <b>Innovative</b>	1	2	3	4	5	0
My Department is <b>Professional</b>	1	2	3	4	5	0
My Department is <b>Fair and Just</b>	1	2	3	4	5	0

## COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5



## BACKGROUND QUESTIONS

*The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.*

Is supervising employees a part of your job?

- ☐ Yes      ☐ No

Are you represented by a union?

- ☐ Yes      ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- |  |  |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist)   |  |
| <input type="checkbox"/> Transit Operator  | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech)   |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer)  |  |
| <input type="checkbox"/> Supervisor/Lead   |  |
| <input type="checkbox"/> Mid-Level Management  |  |
| <input type="checkbox"/> Senior/Executive Management   |  |

What is your primary work location?

- ☐ Downtown Seattle      ☐ Other work location

How long have you worked for King County?

- ☐ Less than 1 year    ☐ 1-5 years    ☐ 6-10 years    ☐ 11-15 years    ☐ 16-20 years    ☐ More than 20 years

*Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.*

**THANK YOU FOR COMPLETING THIS SURVEY**





# **King County**

**King County Executive  
Office of Performance, Strategy and Budget  
401 5th Ave  
Seattle, WA 98104  
Phone: 206-263-9703  
[KCEmployeeSurvey@kingcounty.gov](mailto:KCEmployeeSurvey@kingcounty.gov)**